Program Management Committee

Issue Brief: 2-3

Report to the ILRI Board

April 2017

7 May 2017

CGIAR is a global partnership that unites organizations engaged in research for a food-secure future. The CGIAR Research Program on Livestock provides research-based solutions to help smallholder farmers, pastoralists and agro-pastoralists transition to sustainable, resilient livelihoods and to productive enterprises that will help feed future generations. It aims to increase the productivity of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world. The Program brings together five core partners: the International Livestock Research Institute (ILRI) with a mandate on livestock; the International Center for Tropical Agriculture (CIAT), which works on forages; the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants and dryland systems; the Swedish University of Agricultural Sciences (SLU) with expertise particularly in animal health and genetics and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which connects research into development and innovation and scaling processes.

The Program thanks all donors and organizations who globally supported its work through their contributions to the [**CGIAR system**](http://www.cgiar.org/about-us/our-funders/)

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**Livestock CRP**

**Report to the ILRI Board - April 2017**

**The Issue**

The Program Committee of the ILRI Board requests a report from Livestock CRP director at each of its meetings twice a year. The written report submitted two weeks before the meeting in April 2017 is attached in annex. This brief presents the minutes for the CRP session during the Program Committee.

**Board summary**

**Implementation of Livestock CRP**

The director of the Livestock CRP, Tom Randolph provided an update on the CRP, including:

1. Closing the Livestock & Fish CRP

The Livestock & Fish CRP was originally planned to be a 12-year program of four 3-year funding cycles, but in the end ran for 5 years on an initial 3-year cycle with a 2-year extension, covering 2012-2016.

1.1 Final financial situation

A summary of annual funding levels over the five year program was provided, highlighting the variation that the 1st phase of CRPs faced, but which was less dramatic for the Livestock & Fish CRP due to its strong W2 funding.

1.2 Science & Partnership Advisory Committee (SPAC)

The SPAC held its final meeting in December 2016 including progress reporting sessions with flagship teams and a joint session with the CRP management committee. Their report was provided to the Board.

1.3 Annual report

The 2016 report had been circulated to the Board prior to its submission to the System Management Office on 18 April 2016.

1.4 Self-evaluation

The CRP Management Committee held its final meeting in December including a self-evaluation of the program. Many of the points raised echoed those already highlighted in the external evaluations, notably with respect to achieving momentum in the target value chains and linking the work there to the research agendas in the other flagships. The CRP’s partnership model was considered healthy and ILRI’s communications support to the CRP, including meeting facilitation and producing a steady stream of blogposts, was highlighted as exemplary by the partners.

2. Plan of Work & Budget (POWB) 2017

In November 2016, the System Council approved the Livestock CRP, but did not approve W1/2 funding for two of its flagships: Feeds & Forages and Livestock Livelihoods & Agri-Food Systems. The POWB was submitted in February and feedback was provided by the System Management Office indicating where the Livestock CRP management needs to continue to improve the POWB presentation. The total budget is nearly 20% higher than in the proposal: the cut in W1/2 funding for the two flagships and management having been offset by a number of new W3/bilateral funded projects.

The flagships that are not receiving W1/2 will be reconsidered at the end of July and presented to ISPC by the director in person in September, but there will not be more funding.

3. Financial outlook

At CGIAR level, there is reasonable confidence that the amount of W1/2 funding from donor commitments for 2017 (based on soft pledging at the last System Council meeting) will match the total budget proposed. However there is little intelligence on specific donor W2 plans. The CRP is operating assuming the projected $14.0m W1/2 budget will be funded.

4. Independent Steering Committee (ISC)

The ISC has not yet been constituted mainly because the clarity on an executive vs. advisory profile. The SMB is undertaking a review of the ISCs across the CRPs.

5. Partnership

The Livestock CRP now includes two non-CGIAR implementing partners, the Swedish University of Agricultural Sciences (SLU) and GIZ, and attention is being given to defining the modalities to enable their full participation. Academic partners of CRPs have found the CGIAR funding arrangements difficult to accommodate, and strategies are being explored to address this challenge.

6. Monitoring & Evaluation

The CRP joined an initiative with four other CRPs led by CIAT – which has now expanded to eight CRPs – to develop a second generation version of their online CRP planning and reporting program called MARLO (Managing Agricultural Research for Learning and Outcomes). The planning module is now ready for use by the Livestock CRP and is being rolled out this coming month.

Following up from the Programme Committee in November 2016, the CRP engaged with the OCS developers at both ILRI and System level. The project to develop a CRP financial aggregation platform to enable reporting real-time CRP budget and expenditure information has been reformulated as a two-step project and described in an OCS System Design Document. The project is underway. To further support CRP operations a Performance and Partnership Manager position has been created for rolling out the M&E system as well as being responsible for strengthening the focus country teams and coordinating the CRP engagement in the CGIAR Country Collaboration initiative.

The committee discussed in particular the proposed governance arrangements, noting the Phase 2 CRP proposal guidance required adoption of the former Consortium Board recommended version of CRP governance which gave the Independent Steering Committee a strong executive role in overseeing the CRP. The ILRI Board had previously expressed its concerns about this model, and across other Centres and CRPs there is an expectation that the recommendation would be reviewed and there will be a consensus to re-orient the ISC role toward an advisory function. The Livestock CRP therefore proposes to implement an advisory model and the CRP management is developing an approach that would structure more clearly the process by which the ISC would review individual research lines and flagships to provide advice to the CRP management committee on whether funding allocation should be adjusted, in addition to its general advising function.

The committee reviewed the functions of the ISC, ILRI management and the ILRI Board and how information provided could support such roles. It was agreed that ILRI management should play an executive role, the ‘ISC’ an advisory role and the ILRI Board should retain its oversight and governance roles. A good M&E should support these various roles. It was further noted that whilst the lead centre is responsible the governance arrangements and oversight by the ILRI Board also needs to take account of the other partners in the CRP.

**After extensive discussion to probe the different roles, the committee agreed:**

**The Board should see and comment on the POWB and annual performance report, i.e. oversee but not approve. The CRP Director should set deadlines and inform the Board when to expect documents with adequate advance notice (4 weeks), setting a reasonable time for their review. This may involve the Board deadline overlapping with the deadlines of ISC and or IMC, in order to give the Board around a week for this review.**

**The Board agreed (and in doing so reconfirmed its conclusion in the 46th Board meeting):**

* **The committee (the ISC) should function and have terms of reference as an Independent Advisory Committee (even if its name as ISC is retained)**
* **The Board retains its oversight role**

**The table of proposed roles and responsibilities presented should be adjusted in line with the discussion, and used to inform the roles of the ILRI Board, ILRI management and the ISC.**

**In order to ensure that the Board fulfils its full oversight responsibilities, the Board reserves the right to appoint the ISC chair.**

**6.8 Format and agendas for future PC meetings, including frequency of Livestock CRP reports**

The programme committee agenda includes regular reports on the CRP for which ILRI is the lead centre. The committee considered these regular agenda items, and agreed that, at least for the coming 12 months **it should remain a regular item at every programme committee meeting. The committee suggested that specific purposes be assigned for presentations to be made at the April vs. October meetings. For example, report on operational and financial matters at one, and report on programmatic impact at the other. This may help avoid redundancy in presentations, help focus the presentations, and save some time.**

**The committee requested that presentations during the meeting should be shortened, more focused and not take more than half the time allocation for any particular agenda item.**

**Action**

For information and comment.

Prepared by: Tom Randolph

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